

17 September 2003

Administration

Organizational Inspection Program

SUMMARY. This regulation prescribes the responsibilities and policies for planning and conducting inspections and audits within the US Army Intelligence Center (USAIC). The Organizational Inspection Program (OIP) integrates four components: Command Inspections, staff inspections, Inspector General (IG) inspections, and external inspections. The purpose of the OIP is to coordinate inspections and audits into a single, cohesive program focused on command objectives.

APPLICABILITY. This regulation applies to all soldiers, units, or activities assigned or attached to the USAIC.

SUGGESTED IMPROVEMENTS. The proponent for this regulation is the IG, USAIC. Users may send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through command channels to Commander, US Army Intelligence Center (ATZS-IG), Fort Huachuca, AZ 85613-6000.

AVAILABILITY. This regulation is available solely on the Fort Huachuca Homepage at <http://huachuca-www.army.mil>.

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Chapter 1 General

1-1. PURPOSE. This regulation establishes responsibilities and procedures for the USAIC OIP.

1-2. REFERENCES. Required and related publications are listed in Appendix B.

1-3. EXPLANATION OF ABBREVIATIONS. Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. OVERVIEW. The OIP integrates four components: Command Inspections, staff inspections, IG inspections, and external inspections & audits. USAIC organizations and personnel will plan and conduct inspections and audits IAW the inspection principles defined in AR 1-201, this regulation, and the training management principles defined throughout FM 7-0.

a. Intent. The intent of the USAIC OIP is to:

- (1) Provide commanders an assessment of unit training and readiness.
- (2) Assist subordinate commanders in assessing the effectiveness of their programs to sustain training and readiness.
- (3) Schedule and perform inspections required by controlling laws, regulations, and directives from higher headquarters.
- (4) Coordinate and conduct effective inspections and audits within the training management framework, and;
- (5) Tailor OIPs to unit requirements.

b. Goal. The goal of the OIP is the execution of coordinated, effective inspection activities within a deliberate planning framework. Achievement of this goal protects unit training time and provides an accurate measure of the readiness of key baseline systems throughout USAIC.

c. Integration. Commanders should integrate as many required inspections as is practical into one event in order to reduce the exposure of units to multiple and redundant inspections. Unit leaders, inspectors, and other observers who provide input to the OIP will use existing prior inspection reports when assessing a unit. The intent of this measure is to reduce the amount of time spent inspecting units and to monitor continued improvement. It is the responsibility of the inspected unit to provide and negotiate results of previous inspections for consideration as current inspection findings.

d. USAIC OIP. At USAIC level, the program measures the mission readiness of subordinate units by evaluating compliance with applicable standards and evaluating the effectiveness of subordinate unit OIPs.

e. Brigade OIP. Brigade OIPs consist of Command Inspections of battalion staffs and headquarters companies, staff inspections, and staff assistance visits focused on units and functional areas. The Brigade S-3 will coordinate all external inspections. Brigade programs complement battalion programs to reduce the number and frequency of inspections for battalions. They include inspections of the brigade headquarters and headquarters company. The mission readiness of companies and battalions is the focus of inspections at this level. Inspection of Management Controls will be included in the Brigade OIP.

f. Battalion OIP. Battalion OIPs are the cornerstone (basic building blocks) of brigade and USAIC inspection programs. Battalion programs include Command Inspections of companies by battalion commanders, staff inspections, and assistance visits by battalion staffs. Battalion commanders integrate visits and inspections by higher headquarters and agencies into their OIP. The focus of the OIP at battalion level is on those functional areas and mission essential tasks which impact immediately on readiness. Inspection of Management Controls will be included in the Battalion OIP.

1-5. COMMAND INSPECTIONS.

a. Command Participation. Commanders of inspecting headquarters must lead and participate for inspections to be **Command Inspections**. Commanders at brigade and battalion levels will establish Command Inspection programs IAW AR 1-201 and this regulation. Commanders must apply the developing actions of organizational leadership described in FM 7-0 and the developmental counseling techniques described in Appendix C of FM 7-0. This will allow commanders to capitalize on results gathered during Command Inspections, set goals aimed at improved unit readiness, counsel subordinate commanders, and ensure subordinate commanders understand the value of the OIP.

b. Design. Commanders will design Command Inspection programs to meet the needs of their units; determine areas to be inspected; establish the scope of inspections; and determine the composition of inspection teams. At brigade and battalion level, a Command Inspection is normally a scheduled, formal event. Duration may vary from short, intense inspections covering one or two days to cyclic events scheduled over several weeks. Inspection activities will be scheduled and include an inbrief, outbrief, and follow-up procedures. Command Inspections are executed as either **Initial** or **Subsequent** Command Inspections.

(1) Initial Command Inspections. Initial Command Inspections are comprehensive and diagnostic in nature. The purpose of Initial Command Inspections is to obtain an understanding

of the overall state of the unit and to set goals for the new commander. These goals should be reflected on the rated officer's support form, DA Form 67-9-1. Distribution of Initial Command Inspection reports is limited to the inspected unit only. Commanders will not use the results of an Initial Command Inspection to compare units. The Initial Command Inspection for company commanders must be conducted within 90 days of the assumption of command. The goal for Initial Command Inspections of battalion commanders is within 120 days of the assumption of command. Inspecting commanders must emphasize the value of teaching and training during the Initial Command Inspection as a means to enhance unit readiness.

(2) Subsequent Command Inspections. Subsequent Command Inspections are more limited in scope than an Initial Command Inspection and may include follow-up inspections of areas found deficient during Initial Command Inspections. They normally focus on mission readiness and METL related tasks, and are used to measure progress and reinforce goals and standards established during the Initial Command Inspection, and to adjust objectives. These must be completed no earlier than 60 days after the completion of the Initial Command Inspection.

c. Essential Elements.

(1) Unit commanders will develop methods to recognize outstanding individual performance by soldiers during the execution of Command Inspections.

(2) Individual inspectors will incorporate the principles of Army Inspections in the performance of their duties.

(3) Immediate corrections of deficiencies will be encouraged when possible during the conduct of inspections. Use Subsequent Command Inspection results to measure progress and reinforce goals and standards established during the Initial Command Inspection.

(4) Written replies by endorsement (RBI) are discouraged and will be minimized in USAIC. Follow-up inspections will be coordinated to ensure corrective actions are developed, implemented, and executed. This will ensure deficiencies have been corrected.

(5) Briefings. Units at battalion and company level will conduct formal inbriefings and outbriefings in conjunction with Command Inspection activities. Participants include the commanders and staff counterparts from both the inspecting and inspected unit.

(a) In-briefing. The purpose of the in-briefing is to present a clear view of the scheduled inspection activities and address any last-minute questions. The unit commander, first sergeant/CSM, unit commodity area chiefs, and inspectors should attend.

(b) Out-briefing. The purpose of the out-briefing is to present findings, discuss and assign responsibility for corrective actions, and recognize outstanding individual soldiers.

d. Reporting and Feedback.

(1) Leaders, inspectors, and other observers who visit units for the purpose of generating CIP data will provide an immediate, verbal synopsis of findings to representatives of the inspected unit before departing the inspected unit area.

(2) Inspectors must look beyond noncompliance with a standard for the root cause. The root cause will be one of these three areas: do not know the standard, cannot comply with the standard, or will not comply with the standard.

1-6. STAFF INSPECTIONS.

a. A Staff Inspection is conducted by a unit staff element, which inspects a subordinate organization or activity. Staff Inspections may be conducted concurrently and in conjunction with Command Inspections. The focus is on the staff's functional area and normally measures compliance with established policies and procedures.

b. Brigades and their battalions may request a Staff Inspection from any installation staff element.

1-7. IG INSPECTIONS. An IG inspection is directed by the CG, USAIC, or done at the discretion of the USAIC IG. IG inspections may be requested by any brigade or battalion commander within USAIC. An IG inspection is conducted by members of the IG staff, and is designed to identify problems and their root causes; develop possible solutions; and assign responsibilities for correcting the problems. These inspections focus on systemic problems, issues or trends.

1-8. EXTERNAL INSPECTIONS / AUDITS. External inspections and audits are directed by USAIC or other higher headquarters or agencies. This category includes inspections directed by the CG, TRADOC; DA, and DoD inspectors general; as well as audits performed by the US Army Audit Agency (AAA), the General Accounting Office (GAO), and other external agencies. Chapter 3 provides detailed guidance on the inspection process for external inspections and audits.

Chapter 2 Responsibilities

2-1. USAIC RESPONSIBILITIES.

a. CG. The CG, USAIC, establishes and directs inspection policy within the USAIC. The CG provides METL and mission related focus for inspection checklists.

b. Chief of Staff. The Chief of Staff (CofS) supervises all staff actions in support of external inspections and audits. Specifically, the CofS:

(1) Approves or denies external inspections for scheduling based on recommendations from the IG; Deputy Chief of Staff (DCS), Brigade S3, and staff lead.

(2) Assigns a staff lead to support all external inspections and audits.

c. USAIC Staff Elements will:

(1) Provide coordination and oversight for all inspections/audits falling within their area of responsibility.

(2) Develop staff inspection and assistance programs to monitor functional areas mandated by regulation or policy to ensure readiness.

(3) Appoint a staff lead, responsible for planning, preparing, coordinating, and conducting external inspections as directed by the CofS. Upon appointment, the staff lead will work directly with the external agency POC and provide information copies of coordination to the DCS. Recommend approval/denial of inspections to the DCS based on training impact and resource requirements.

(4) Coordinate the scheduling of all Staff Inspections, external inspections, audits, and visits of USAIC activities with the Brigade S3/XO.

d. DCS will:

(1) Assume responsibility for all actions prescribed for staff elements above.

(2) Recommend approval or denial of all internal and external inspections/audits to the CofS based on the training impact, resource requirements, and coordination with staff lead and IG.

(3) Develop Command Inspection priorities based on METL assessment for approval by the CG.

(4) Coordinate inspection schedules with designated brigade representatives (XO/S3).

e. Inspector General will:

(1) Conduct IG inspections in accordance with this regulation, AR 1-201, and AR 20-1, Inspector General Activities and Procedures.

(2) Advise commanders and staff on inspection policy.

(3) Advise the commander of the effectiveness of the OIP. An effective OIP allows a commander to use a variety of inspections to identify, prevent, or eliminate problem areas within the command.

(4) Not execute the Command Inspection portion of the OIP.

(5) Spot-check company-level Initial Command Inspections throughout the command to ensure these inspections are occurring in accordance with this regulation.

(6) Conduct inspection training as requested by commanders and staff agencies to ensure commanders and designated inspectors know and understand how to conduct inspections and establish inspection plans.

f. Brigade and Battalion Commanders will:

(1) Establish an OIP for their commands IAW AR 1-201 and this regulation. The model provided in Appendix A of this regulation is taken from AR 1-201 and tailored to fit the command structure of USAIC. It is provided as an example and may be modified as appropriate.

(2) Designate an inspection coordinator to run the OIP, monitor inspections, and provide inspection schedules to the DCS. Normally the inspection coordinator will be assigned to the unit S3 or XO. Brigade and battalion internal inspections need not be coordinated with the DCS.

(3) Conduct Command Inspections IAW AR 1-201 and this regulation.

(4) Conduct Initial Command Inspections for the new battalion commanders NLT 120 days after assumption of command. Conduct Initial Command Inspections for the new company commanders NLT 90 days after assumption of command. A Subsequent (follow-up) Command Inspection should be conducted within two to twelve months of an Initial Command Inspection. Each commander is inspected by the next higher commander in the chain of command. The focus should be on the unit during the inspection and not the new commander.

(5) Conduct Command Supply Discipline Program (CSDP) inspections of subordinate units IAW AR 710-2 and DA Pam 710-2-1. Integrate results of CSDP inspections into the unit OIP.

(6) Conduct staff assistance visits to subordinate units to provide training and assistance. The results of staff assistance visits may be used to satisfy OIP requirements in order to reduce the number of inspections in units. Both the assisted unit commander and staff inspector will agree to use results to satisfy OIP requirements. Otherwise limit reports of staff assistance visits to the assisted unit only.

(7) Integrate inspections and audits into training schedules. Address inspection priorities and scheduling in annual and quarterly training guidance

(8) Review and update the unit OIP annually.

(9) Maintain all OIP files at least until subsequent inspections are completed, ensuring records of past inspections are maintained IAW AR 25-400-2.

(10) Provide a copy of unit OIP guidance, or SOP, to the IG. Provide a copy of the inspection results to the IG upon request.

(11) Ensure inspectors are trained IAW Army Inspection Policy. The IG will provide this training upon request.

Chapter 3 External Inspection/Audits

3-1. GENERAL. This chapter establishes the process for conducting inspections and audits initiated above Brigade level, or by agencies external to USAIC. It applies to both announced and unannounced inspections and audits. In general, no soldier, staff element or unit will schedule or execute any USAIC-level or external inspection or audit of any type without first informing the CofS and the appropriate Brigade S3/XO.

a. Unannounced inspections are prohibited in USAIC without command approval. Normally, USAIC-level inspections and audits are published in quarterly training guidance for proper coordination at all levels. Each level of command will define its policy regarding unannounced inspections in the unit's OIP. The results of approved, unannounced inspections may be used for the unit's OIP.

(1) USAIC-level approved unannounced inspections include checks conducted by the unit charge of quarters (CQ), physical security inspections by the unit S2/Provost Marshal, and other types approved by commanders down to company level. The CofS is the final approval/denial authority for all USAIC unannounced internal inspections. The CG may also direct the IG and staff to conduct unannounced inspections and audits as required to meet specific information requirements.

(2) Other external unannounced inspections will be conducted as directed by various government agencies. The CofS is the final approval/denial authority for USAIC participation in these inspections.

b. Announced inspections are scheduled IAW the principles of AR 1-201, FM 7-0, and this regulation. The CofS is the final approval/denial authority for all USAIC external inspections. Staff leads and Brigade S3/XO will schedule these inspections to be completed by the end of the applicable quarter.

3-2. INITIAL COORDINATION PHASE. During this phase, USAIC-level or external inspection/audit requests are received and logged by the Brigade Inspection Coordinator, assigned a staff lead, and either approved or denied by the CofS. If approved, the staff lead and Brigade S3/XO coordinate inspection preparation.

a. Announced inspections and audits originating from any source should be received and scheduled NLT 8 weeks prior to execution. Unannounced inspections and audits are initially coordinated through the Brigade S3/XO as directed by the CofS.

b. The Brigade S3/XO maintains a master schedule of current inspection requests and their disposition. A copy of the schedule will be provided to the DCS.

3-3. PREPARATION PHASE. Once approved for scheduling, the staff lead prepares for the inspection. The purposes of preparation are to:

- a. Gather information on the proposed inspection
- b. Identify “high payoff” items to inspect.
- c. Develop the inspection concept.
- d. Disseminate current/updated inspection checklists.
- e. Obtain CofS approval of the concept.
- f. Plan and resource in detail with the S3/XO and units.
- g. Conduct pre-inspection visits to test concept.
- h. Train the inspection team

3-4. EXECUTION PHASE. The Execution Phase involves the actual conduct of the inspection or audit. Primary responsibility for execution rests with the tasked unit assisted by the assigned staff lead and inspection team. Inspected Units will:

- a. Plan and execute inspection activities.
- b. Maintain copies of prior inspection reports of functional areas/programs for use by inspectors (for example, if a unit received a recent physical security inspection by USAIC, use these results for the Command Inspection instead of direct observation).
- c. Provide an appropriate location for in-briefs and outbriefs.
- d. Emphasize cooperation with inspectors in terms of verifying information (inspection team members have the latitude to visit selected subordinate elements down to company level, with proper coordination, to crosswalk particular programs).

3-5. COMPLETION PHASE. The purpose of the Completion Phase is to formally report findings at a formal outbrief, fix responsibility for corrective actions, and set procedures and suspenses for follow-up. The staff lead coordinates corrective actions and schedules follow-up inspections. The inspected units implement corrective actions.

Appendix A
USAIC Brigade/Battalion OIP Model

DEPARTMENT OF THE ARMY
Battalion Letterhead

XX-XXXX

1 June XXXX

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Battalion Organizational Inspection Program (OIP)

1. REFERENCES:

- a. AR 1-201, Army Inspection Policy (dated 17 May 1993).
- b. FH 1-201, Organizational Inspection Program (dated 17 September 2003).
- c. Brigade Organizational Inspection Program (dated ____).
- d. The Inspections Guide, U.S. Army Inspector General Agency, (dated 23 July 2003).
- e. FM 7-0, Training the Force (dated 22 October 2002).

2. PURPOSE: To prescribe procedures for the conduct of the Battalion Organizational Inspection Program (OIP).

3. OBJECTIVE: Battalion-level inspections are integral components of my Organizational Inspection Program (OIP) and of the USAIC OIP. I consider them an important tool to assess the readiness of each of our units, identify areas that require additional training, and highlight problems that require resolution. We will coordinate a comprehensive battalion inspection program to ensure we are prepared to conduct our mission while complementing other training.

4. GENERAL: The Battalion OIP consists of Command and Staff Inspections.

- a. The battalion will conduct all inspections in accordance with the inspection principles outlined in AR 1-201.

b. Inspections are training events, and inspectors have the responsibility to ensure units have the knowledge and ability to fix any identified deficiency. On-the-spot corrections should be made whenever possible and annotated in reports as appropriate.

c. Commendable performances by individuals or creative / unique programs that enhance readiness deserve recognition and acknowledgement in reports.

d. The Battalion S3 is responsible for scheduling all inspections. If an outside agency wishes to inspect a unit within the battalion, forward the request immediately to the S3 to ensure that the inspection can fit both on the training schedule and with the battalion's priorities. We will not schedule requested inspections that do not support the battalion's priorities, goals and objectives. We will highlight inspections during training meetings and treat them just like other training events.

e. The Battalion XO is the overall OIP coordinator responsible for monitoring follow-up inspections on all battalion-level and higher inspection results to ensure that the recommended corrections occur in a timely manner. At the completion of each inspection conducted by an outside agency, a copy of the inspection report will go to the Battalion XO.

5. INSPECTION PRIORITIES:

- a. Improving command readiness (for example; maintenance and security inspections).
- b. Taking care of our soldiers and families (safety, pay and administration, and family care).
- c. Correcting problems identified in AARs from our training exercises.
- d. Other key areas of command concern that focus on standards and improving readiness.

6. COMMAND INSPECTIONS:

a. The Battalion Commander conducts Command Inspections to assess unit strengths and weaknesses, determine readiness, and measure improvement toward goals and objectives.

b. Command Inspections come in two forms: The Initial Command Inspection and the Subsequent Command Inspection. These inspections differ in two ways. The Initial Command Inspection is comprehensive and will not be used to measure a new commander's progress since taking command. The Subsequent Command Inspection may be tailored and will measure the unit commander's progress since the Initial Command Inspection.

c. The term Command Inspection as used in this document encompasses both the Initial Command Inspection and Subsequent Command Inspection.

d. Initial Command Inspection.

(1) Unit Commanders will receive an Initial Command Inspection within 90 days after assuming command.

(2) The Initial Command Inspection will allow new unit commanders to readily understand their units' strengths and weaknesses. I will personally take part in the inspection, and I expect the staff to make this inspection a priority as well. I expect all inspectors to conduct a detailed inspection that not only documents problems but also teaches solutions and assists the unit with corrective actions. I will discuss the results of the Initial Command Inspection with the inspected unit commander and help set goals and priorities for his or her command tenure. This discussion will occur after we have completed the Initial Command Inspection with the appropriate entries made to the OER Support Form (DA Form 67-9-1).

(3) The Initial Command Inspection schedule is at Annex A.

(4) Areas inspected during the Initial Command Inspection are in Annex B.

e. Subsequent Command Inspection.

(1) I will select key areas to follow up with Subsequent Command Inspections based on the Initial Command Inspection results and other indicators. At a minimum, I will inspect a part of each unit annually.

(2) The Subsequent Command Inspection will enable unit commanders and me to measure the progress of their units. I will provide guidance as necessary to help each unit commander strengthen his or her unit's performance.

(3) Subsequent Command Inspection areas will be chosen from Annex B, but may not be as comprehensive as the Initial Command Inspection. Tailoring Subsequent Command Inspections will reflect my concerns at the time of inspection as well as resource constraints. The tailoring decision will be mine alone.

f. Implementation of Command Inspections.

(1) The Initial Command Inspection will begin at xxxx on DAY ONE with an in-briefing conducted by the battalion staff. The purpose for this in-briefing will be to present a clear view of the activities for the next two days and address any last-minute questions. The unit commander, first sergeant, unit commodity area chiefs, and battalion inspectors will attend.

(2) Following the inspection in-briefing, the CSM and I will conduct an in-ranks inspection. We will each inspect one platoon at a minimum. However, all platoons should be prepared for the inspection. Allow approximately one hour for the in-ranks inspection. I expect the unit commander and unit 1SG to accompany the CSM and me.

(3) After the in-ranks inspection, the CSM, unit commander, 1SG, platoon sergeants, and I will have breakfast together in the Student Dining Facility.

(4) Beginning at 0930, the unit commander and I will conduct a general walk-through of the unit area, to include the barracks, dayroom, latrines, dining facilities, and supply areas. Simultaneously, the Battalion XO and staff principles will inspect their respective areas of concern, and the CSM will conduct a complete inspection of the barracks.

(5) The staff will also review unit compliance with the battalion and brigade command policies and SOPs.

(6) Staff OICs / NCOICs will consolidate and brief their respective inspection results to me at the end of DAY ONE and DAY TWO during the inspector meetings.

(7) Each inspector should outbrief the company staff member after the area has been inspected.

(8) Inspectors should host internal outbriefs with the chief inspector.

(9) The unit commander and unit leadership will receive a formal out-briefing from me and from each staff OIC on the last day of the inspection.

(11) Specific staff and unit implementation instructions are outlined in paragraph 11, RESPONSIBILITIES.

(12) Since Subsequent Command Inspections usually require less time to conduct, we will use a modified Initial Command Inspection schedule for them. I will state the Subsequent Command Inspection focus well in advance to ensure adequate unit preparation time.

(13) We will conduct follow-up inspections, as needed, NLT 90 days after Command and Staff Inspections to ensure the appropriate action has occurred to correct deficiencies identified during the inspection. The Battalion XO will monitor the progress of follow-up inspections.

7. STAFF INSPECTIONS: Staff inspections normally will focus on a single function. The intent is to find the root cause of a problem area that is within my ability to fix. For example: PT programs, inventory procedures, awards program, maintenance operations.

a. If problems require assistance above my level to fix, I will request that assistance and notify the USAIC IG if necessary.

b. Staff Inspections will follow-up previous Command or Staff Inspections as appropriate.

8. INSPECTOR PREPARATION:

a. All inspectors will prepare to thoroughly inspect their respective areas. Each inspector must have a thorough understanding of all applicable regulations, policies, and SOPs.

b. New inspectors should first orient on battalion/company policies pertaining to their inspection area. When they become familiar with these policies, they should also study the Brigade and USAIC policies followed by TRADOC, and DA policies or regulations. This study method will help prevent new inspectors from becoming overwhelmed with stacks of references and checklists.

9. USE OF THE INSPECTOR GENERAL (IG):

a. The USAIC IG offers training to battalion and unit inspectors on inspection techniques and inspection planning. The basis of their training is The Inspections Guide published by the U.S. Army Inspector General Agency. I encourage all Company Commanders and staff inspectors to read this document, which is available through the battalion S-3 or the USAIC IG. Staff principals and unit commanders should arrange for further training through the S-3.

b. The IG system tracks problems down to their root cause and can resolve issues that are beyond the battalion's ability to correct, such as conflicting guidance in Army Regulations. Therefore, we will inform the IG of issues that we cannot resolve so that he or she can resolve them. Such issues will go forward in writing under my signature.

10. ANNOUNCED AND UNANNOUNCED INSPECTIONS:

a. Initial Command Inspections and Subsequent Command Inspections are announced inspections that we will incorporate into the training schedule.

b. Unannounced inspections are a valid way of determining the day-to-day status of unit activities. However, these inspections can be highly disruptive to training and other necessary activities. Therefore, no unannounced inspection will occur without my personal approval. This approval includes both internal and external inspections.

c. We will also coordinate announced inspections by agencies outside the battalion and include them on the training schedule.

11. RESPONSIBILITIES:

a. The XO will:

(1) Coordinate and consolidate inspection-visit results, facilitate inspector meetings, and ensure the completion and distribution of all inspection reports.

(2) Resolve any discrepancies between the inspected unit and the battalion inspectors.

(3) Schedule formal out-briefings in the battalion classroom NLT one week after completing all Command and Staff Inspections.

(4) Submit issues to me that cannot be resolved at the battalion level, so I can approve forwarding to the next higher headquarters, or to the IG.

(5) Ensure the staff is trained and prepared to inspect.

(6) Ensure the key inspection checklist is current.

(7) Maintain copies of past inspection results.

(8) Schedule outside agencies for assistance as necessary.

(9) Develop the battalion-level Memorandum of Instruction (MOI) for all brigade Command Inspections.

b. The CSM will:

- (1) Participate in all Command Inspections and certain Staff Inspections as appropriate.
- (2) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.
- (3) During Command Inspections, inspect at least one platoon; conduct a complete inspection of the unit billets and wall lockers; and walk through other unit areas such as the dining facility and dayroom.
- (4) Inspect the NCO-ER program to ensure that counseling is occurring properly.

c. The S-1 will:

- (1) Provide inspectors for all S-1 areas of responsibility as outlined in Annex B. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex B and return a copy of the annex to the XO NLT 10 days prior to DAY ONE of a scheduled Command Inspection.
- (2) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.
- (3) Be prepared to conduct Staff Inspections for any issues appropriate to the S-1's areas of responsibility.

d. The S-2 will:

- (1) Provide inspectors for all S-2 areas of responsibility as outlined in Annex B. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex B and return a copy of the annex to the XO NLT 10 days prior to DAY ONE of a scheduled Command Inspection.
- (2) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.
- (3) Be prepared to conduct Staff Inspections for any issues appropriate to the S-2's areas of responsibility.

e. The S-3 will:

- (1) Annotate scheduled Command Inspection dates on the battalion-training schedule.
- (2) Schedule / coordinate the use of any non-battalion facilities that any inspections may require.
- (3) Provide inspectors for S-3 areas of responsibility as outlined at Annex B. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex B and return a copy of the annex to the XO NLT 10 days prior to DAY ONE of a scheduled Command Inspection.
- (4) Evaluate the conduct of the APFT during Initial Command Inspections.
- (5) Publish a list of CTT and NBC tasks to evaluate NLT 10 days prior to DAY ONE, then assess one platoon on each set of the CTT and NBC tasks during the Command Inspection.
- (6) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.
- (7) Be prepared to conduct Staff Inspections for any issues appropriate to the S-3's areas of responsibility.
- (8) When directed by the XO or requested by any staff element, coordinate the training of all inspectors and evaluators.

f. The S-4 will:

- (1) Provide inspectors for S-4 areas of responsibility as outlined in Annex B. Additionally, annotate the names of staff personnel responsible for the various inspection areas in the appropriate column on Annex B and return a copy of the annex to the XO NLT 10 days prior to DAY ONE of a scheduled Command Inspection.
- (2) Conduct a 10-percent property-accountability inspection of one platoon during each Initial Command Inspection.
- (3) Inspect the supply sergeant hand receipts, at a minimum, to check audit trails during each Initial Command Inspection.

(4) Attend Command Inspection in-briefings, inspector meetings, and out-briefings.

(5) Be prepared to conduct Staff Inspections for any issues appropriate to the S-4's areas of responsibility.

g. Unit commanders will:

(1) Annotate the names of unit POCs and guides responsible for the various inspection areas in the appropriate column on Annex B and return a copy of the annex to the XO NLT 10 days prior to DAY ONE of a scheduled Command Inspection.

(2) Designate one point of contact (such as the XO or 1SG) to monitor, coordinate, and de-conflict inspection activities; provide the name of this POC to the Battalion XO NLT 10 days prior to DAY ONE of a scheduled Command Inspection.

(3) Be prepared to assist any staff area during the conduct of any Staff Inspection conducted under my direction. This assistance may take on several different forms, from guides to hands-on participants.

h. Inspectors will:

(1) Leave a copy of the inspection checklist and verbally out-brief the staff element inspected.

(2) Brief the senior inspector the day of the inspection and provide completed checklist.

(3) Complete out-brief matrix and prepare to brief on final day of inspection.

(4) Senior inspector leaves a completed inspection checklist of each area and a copy of the inspection out-brief, with the senior unit representative.

12. BATTALION COMMAND INSPECTION REPORTS:

a. Staff section OICs will outbrief at the daily Command Inspection staff meeting.

b. Staff section OICs will submit three copies of the final written report using the format detailed at Annex C and three copies of all completed inspection-visit checklists to the Battalion XO NLT the final day of the inspection.

c. Staff section OICs will brief their final Command Inspection report to the unit commander and assembled unit leadership at the formal out-briefing.

d. All inspection reports will highlight recurring deficiencies noted during previous inspections, evaluations, or visits conducted by any level of command.

e. The unit commander will receive a copy of each staff section's final report and all inspection-visit checklists at the final Command Inspection out-briefing.

f. Staff Inspection reports will follow the format outlined in Annex C. Each staff section will complete the inspection reports NLT 30 days after the conduct of any inspection.

13. PROPONENT / SUGGESTIONS FOR IMPROVEMENT: The proponent for this SOP is the Battalion XO. Any member of this battalion may suggest changes directly to the Battalion XO.

BATTALION COMMANDER
LTC, XX
Commanding

Annexes:

A - Standard Initial Command Inspection Schedule

B - Initial Command Inspection Areas

C - Report Format

DISTRIBUTION: A

ANNEX A (Standard Initial Command Inspection Schedule) to Battalion Organizational Inspection Program (OIP)

DAY ONE

TIME	EVENT	WHO	LOCATION
0800-0830 In-briefing	Inspection Unit Cdr / Staff	Bn Cdr / Staff	Unit Area
0830-0930	In-ranks Unit CO/1SG	Bn Cdr / CSM	Unit Area
0930-1200	Conduct inspections Bn Cdr walk-thru	Bn inspectors Unit Guides	Unit Area
1200-1300	Lunch	All	As Appropriate
1300-1330	Prep	All	Bn Area
1330-1630	Conduct inspections Unit Guides	Bn Inspectors	Unit Area
1630-1700 Inspection Visits	Re-group from	All	Unit Area
1700-1800 Bn Inspectors	Staff Meeting	Bn XO	Bn Conf Rm
1800	END OF DAY ONE		

ANNEX A (Standard Initial Command Inspection Schedule) to Battalion Organizational Inspection Program (OIP)

DAY TWO

TIME	EVENT	WHO	LOCATION
0600-0700	**Evaluate Conduct of APFT	S3 Evaluators Unit Personnel	Unit Area
0700-0830	Personal Hygiene Breakfast	All	As Appropriate
0830-1200	Conduct inspections **Evaluate NBC	Bn Inspectors Unit Guides	Unit Area
1200-1300	Lunch	All	As Appropriate
1300-1330	Prep	All	Bn Area
1330-1630	Conduct inspections **Evaluate CTT	Bn Inspectors Unit Guides	Unit Area
1630-1700	Re-group from Inspection Visits	All	Bn Area
1700-1800	Staff Meeting	Bn XO Staff	Bn Conf Rm
1800-1830	Unit Cdr Formal Out-briefing	Bn Cdr / Staff Unit Cdr / Staff	Bn Conf Rm

**** NOTE:** Unit commanders may designate specific platoons to participate in the special evaluation areas (APFT, NBC, and CTT) but will not routinely select the same platoon for the same evaluation area on subsequent inspections. Also, unit commanders will refrain from "stacking" or adjusting a specific platoon's manning situation to manipulate results.

ANNEX B (Initial Command Inspection Areas) to Battalion Organizational Inspection Program (OIP)

Inspection Area	Bn Staff Proponent	Bn Staff Inspector	POC	Remarks
Drug and Alcohol	S-1			
Equal Opportunity	CDR			
Family Care Plans	CDR			
Recognition / farewell to Departing soldiers	S-1			
Weight control	S-1			
Awards	S-1			
Reenlistment	REUP			
Meal Card Control	S-1			
NCOERs /OERs	S-1			
Promotions	S-1			
Enlisted Reassignment	S-1			
Military Sponsorship	S-1			
Timeliness of Admin Eliminations	S-1			
SIDPERS Operations	S-1			
Use of Enlisted Personnel	S-1			
Finance Administration	S-1			
Finance Services	S-1			
General Legal Services	S-1			
Courts Martial	S-1			
Non-judicial Punishment	S-1			
Enlisted Separations	S-1			
Suspension of Favorable Personnel Actions	S-1			
Medical Services	S-1			
Public Affairs	S-1			
Physical Security	S-2			
Crime Prevention	S-2			
Safety	S-1			

ANNEX B Initial Command Inspection Areas - Battalion Organizational Inspection Program (OIP)

Inspection Area	Bn Staff Proponent	Bn Staff Inspector	POC	Remarks
Information Security	S-2			
Personnel Security	S-2			
Computer Security Program	S-2			
Intelligence Oversight	S-2			
Training and Operations	S-3			
Financial Management	S-3			
Supply Management	S-4			
Legal Assistance and Claims	S-1			
Suspension of Favorable Personnel Actions	S-1			
Personnel Security	S-2			
In-Ranks Inspection	CSM			
Billets	CSM			
Leadership	CSM			
Fire Prevention	S-1			
Real Property Use	S-4			
Environmental Compliance	S-4			
Records Management	S-1			
Physical Training	CDR			

NOTE: The areas listed above are not all inclusive, they represent only samples of the many functional inspection areas that comprise inspections at the battalion level.

ANNEX C (Report Format) to Battalion Organizational Inspection Program (OIP)

<u>UNIT:</u>		<u>DATE INSPECTED:</u>	
<u>INSPECTOR:</u>		<u>UNIT POC:</u>	
AREAS	SAT	UNSAT	REMARKS
APFT			
TRAINING MANAGEMENT			
NBC			
OVERALL COMMENTS			

*NOTE: Attach inspection checklists to this report and provide to the senior representative of the inspected unit.

Appendix B References

Section I Required Publications

AR 1-201, Army Inspection Policy.

FH Reg 1-201, Organizational Inspection Program.

Section II Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

AR 623-105, Officer Evaluation Reporting System.

AR 25-400-2, The Army Records Information Management System (ARIMS).

AR 710-2, Inventory Management Supply Policy Below the Wholesale Level.

DA Pam 710-2-1, Using Unit Supply System (Manual Procedures).

FM 7-0, Training the Force.

FM 25-101, Battle Focused Training.

FM 101-5, Staff Organizations and Operations.

U.S. Army Inspector General Agency, The Inspections Guide.

Glossary

Section I

AAA

Army Audit Agency

METL

Mission Essential Task List

AR

Army Regulation

NBC

Nuclear Biological & Chemical

CQ

Charge of Quarters

OIP

Organization Inspection Program

CG

Commanding General

SI

Staff Inspections

CIP

Command Inspection Program

TRADOC

Training and Doctrine Command

CofS

Chief of Staff

SOP

Standard Operating Procedures

CSDP

Command Supply Discipline Program

USAIC

United States Army Intelligence Center

CTT

Common Task Testing

XO

Executive Officer

DA

Department of the Army

DAIG

Department of the Army Inspector General

DCS

Deputy Chief of Staff

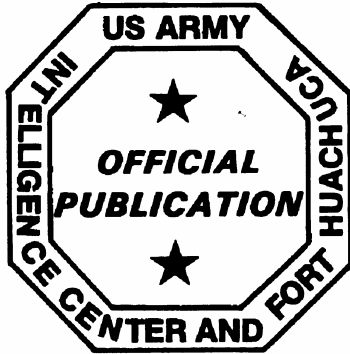
DOD

Department of Defense

FM
Field Manual

GAO
General Accounting Office

(ATZS-IMI-IP)



OFFICIAL:
James A. Marks
Major General, USA
Commanding

William T. Doyle
Director of Information Management

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E

